

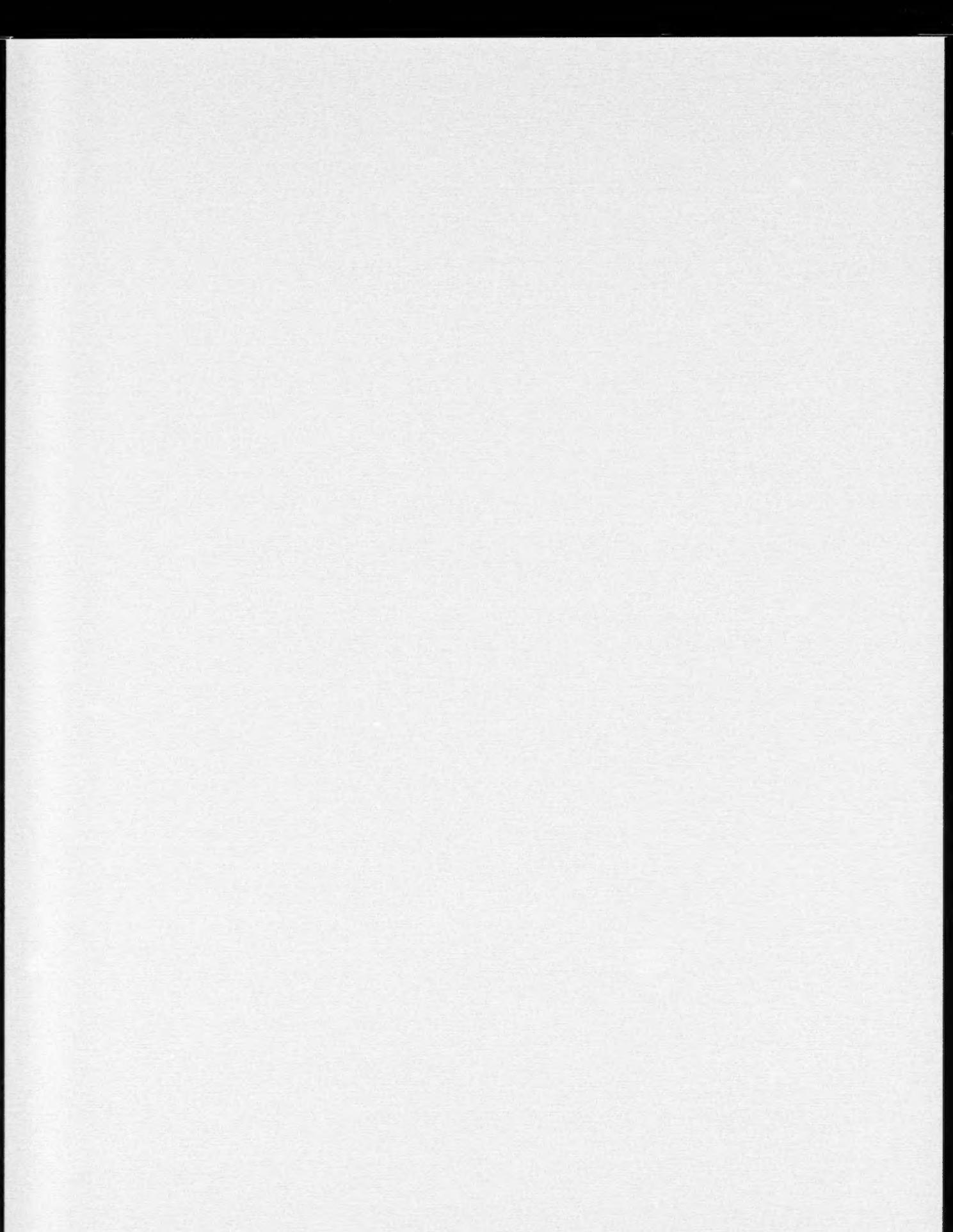


Building Nunavut Together  
Nunavutliuqatigiingniq  
Bâtir le Nunavut ensemble

# Public Service Annual Report

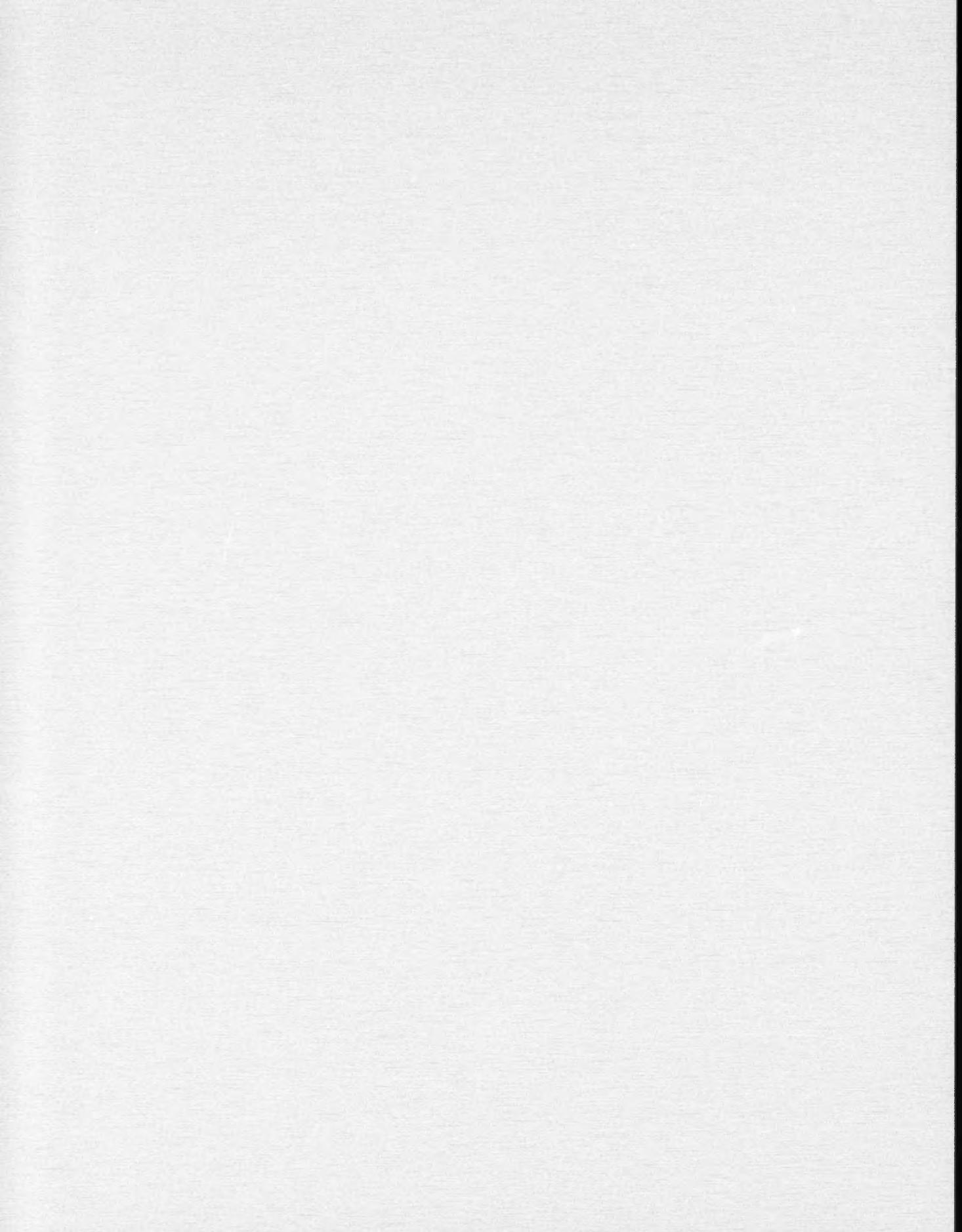
2012-2013





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## Message from the Minister

As the Minister responsible for the *Public Service Act* since April 1, 2013, I am pleased to present the accomplishments of the public service in the 2012-13 Public Service Annual Report. This past year was filled with planning for improvements to the administration of the public service which will be felt for years to come.

This year a new model was created for the administration of human resources, for which implementation started April 1, 2013. The Department of Finance will assume responsibility for recruiting and staffing and employee relations; training and development initiatives will be undertaken by the Department of Executive and Intergovernmental Affairs. The new model will allow for more efficient reporting and analysis as well as systems management.



In the midst of this planning, Bill 58 – the *Public Service Act* was introduced to the Legislative Assembly. This new legislation reflects the reality of our territory by including measures that support our efforts to fully implement the Nunavut Land Claims Agreement with respect to Inuit employment: the priority hiring policy will be required by law, and deputy heads will be responsible for the incorporation of Inuit societal values in the workplace, the identification and removal of barriers to Inuit employment, and the use of Inuit language in the public service. The new legislation also provides a process for the reporting of wrongdoing including the introduction of an Ethics Officer for the public service.

Additional achievements included the completion of directives for an employee performance management mandatory schedule system, eligibility lists for recruitment, and guide for implementation of Inuit societal values in the workplace.

In accordance with Section 3(4) of the *Public Service Act*, I have the honour of submitting the Public Service Annual Report for the period April 1, 2012 to March 31, 2013.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Keith Peterson".

Honourable Keith Peterson, MLA  
Minister of Finance

## Inuit Employment Initiatives

The Government of Nunavut (GN) is committed to building an effective, skilled, professional and representative public service. The GN's human resources management tools are current, effective and culturally sensitive. These tools support Article 23 of the *Nunavut Land Claims Agreement* which aims to increase land claims beneficiary participation within government.

Statistical reporting in support of Inuit employment planning includes the *Towards a Representative Public Service* report. This report is completed on a quarterly basis and demonstrates the success in recruitment and retention of beneficiary and non-beneficiary employees by all GN departments and some public bodies. The report includes GN employment in all communities broken down by beneficiary and non-beneficiary criteria plus other parameters including six occupational groups. The data also describes human resources capacity by employee status: indeterminate, casual and intern.

Emphasis on mentoring and training will be continued in order to increase beneficiary representation, particularly in middle and senior management areas. Additional detailed information regarding beneficiary representation in the public service can be found in the Workforce Profile section of this report and online under the quarterly report.

## Priority Hiring

The Priority Hiring Policy plays an important role in ensuring that the GN fulfills its obligation under Article 23 of the *Nunavut Land Claims Agreement*.

This policy gives priority consideration to beneficiaries during the recruitment and selection of GN employees. The Priority Hiring Policy is applied to all GN job competitions across Nunavut in all occupational categories.

If a beneficiary meets the qualifications for the position, as determined during the screening process, he or she will be interviewed for the position. If they are successful during the interview process, the applicant is hired. If a qualified beneficiary applicant is not identified during the screening or interview process, non-beneficiary candidates are then considered for the position.

Job opportunities are broadcast on local radio and also on cable television, which is often a more effective medium in geographically remote communities. In addition, the typical methods of job posting in newspapers, on bulletin boards, on employment websites and on GN websites continue to be used. Recruitment companies have been retained to assist with certain highly specialized and critical senior and professional positions.

## **Summer Student Employment Equity Program**

The Summer Student Employment Equity Program (SSEEP) is designed to provide challenging and enriching opportunities for secondary and post-secondary Nunavummiut students seeking to gain valuable work experience with the GN. The major objectives of this program are to expose students to the full variety of careers available within the public service, provide them with work experience that will help them secure full time work after graduation, and encourage them to consider the GN as their employer of choice after graduation.

In 2012-13,  
168 students  
(81% of who were beneficiaries)  
participated in the Summer Student  
Employment Equity Program

This program is aimed at providing employment opportunities that will complement the academic programs of students thereby further encouraging students to complete their studies, develop critical skills, while at the same time building critical workplace skills that will contribute to their ability to secure full time work after graduation.

The SSEEP includes orientation, mentorship and evaluation components which are combined to ensure that students are provided with the necessary support and development required to gain meaningful work experience.

The Priority Hiring Policy is applied during the selection of candidates for the SSEEP.

## **Sivuliqtiksat Internship Program**

Sivuliqtiksat is an on-the-job internship program designed to increase beneficiary representation in GN management level positions and specialist departmental positions. Internships are usually one to three years in length and are supported by a designated trainer, a customized learning plan and group and individual training courses. A full-time program coordinator is available to assist departments, interns, designated trainers and managers in all aspects of the program. Interns who successfully complete the program are appointed to their target positions. Since 2002-03, 23 interns have successfully graduated from the program. There are currently five interns participating in the program.

## **Human Resources Legislative and Policy Framework**

The *Public Service Act* guides the management and direction of the public service for the GN. The purpose of the *Public Service Act* is to describe public service authorities and rules. These include the appointment, direction, discipline, dismissal, terms and conditions of employment, as well as collective bargaining for unionized GN employees.

### **Public Service Act Renewal**

The existing *Public Service Act* was carried over from the Government of the Northwest Territories and was intended as interim legislation. The newly introduced Bill 58 *Public Service Act* includes many improvements to ensure human resources best practice processes match the unique needs of Nunavummiut and promote compliance with the *Nunavut Land Claims Agreement*.

Improvements in the new *Public Service Act* include:

- Employment provisions to enable compliance with Article 23 of the *Nunavut Land Claims Agreement*.
- Recognition of Inuit societal values and support of the Inuit language in compliance with the *Inuit Language Protection Act*.
- A process for the reporting of wrong doing and protection from reprisal through an Ethics Officer.
- Enabling of a Code of Values and Ethics.

### **Human Resources Manual updated**

The Human Resources Manual directives continue to be updated, revised and developed as the terms and conditions of employment evolve over time and as best practices are developed inter-jurisdictionally. Highlights in the development of policies and directives include:

- Directives providing guidance on implementing Inuit societal values and culture into the workplace;
- An Eligibility List directive facilitating greater flexibility for recruitment;
- Updated Relocation Guidelines; and
- Employee Performance Management directive with mandatory review schedules.

### **Human Resources Developments**

The GN is committed to developing a competent and qualified public service that is representative of the population it serves. In keeping with this ongoing commitment, great emphasis has been placed on recruiting, retaining, developing and recognizing GN employees.

## **Recruitment**

### **Staffing Capacity**

Staffing capacity remains a challenge for the GN. As of March 2013, there were 4,220 full-time positions available within the GN and, of these positions, 3,247 were filled. Staffing capacity remains unchanged from the previous year at 77%. It must also be noted that this number does not include casual employees (1,742 positions).

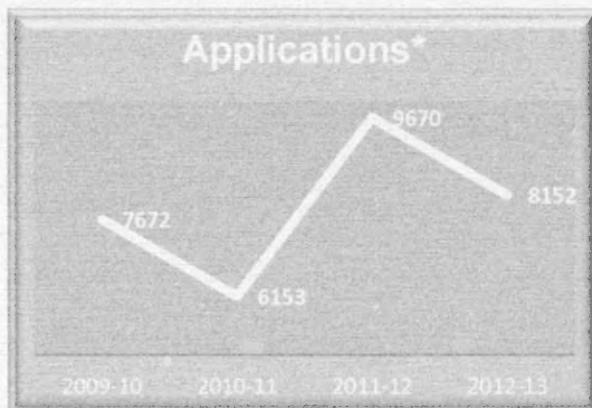
Capacity distribution by community								
	Mar-13				Mar-12			
Community	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
<b>BAFFIN</b>	<b>2551</b>	<b>592</b>	<b>1959</b>	<b>77%</b>	<b>2509</b>	<b>558</b>	<b>1951</b>	<b>78%</b>
Arctic Bay	47	7	40	85%	47	5	42	89%
Qikiqtaarjuaq	39	6	33	85%	40	6	34	85%
Cape Dorset	119	28	91	76%	114	16	98	86%
Clyde River	68	8	60	88%	72	13	59	82%
Grise Fiord	21	2	19	90%	22	6	16	73%
Hall Beach	45	8	37	82%	43	5	38	88%
Igloolik	162	35	127	78%	161	32	129	80%
Iqaluit	1627	416	1211	74%	1595	400	1195	75%
Kimmirut	37	6	31	84%	36	8	28	78%
Nanisivik	1	1	0	0%	1	0	1	100%
Pangnirtung	150	31	119	79%	147	25	122	83%
Pond Inlet	152	28	124	82%	152	22	130	86%
Resolute Bay	27	10	17	63%	27	12	15	56%
Sanikiluaq	56	6	50	89%	52	8	44	85%
<b>KIVALLIQ</b>	<b>1041</b>	<b>222</b>	<b>819</b>	<b>79%</b>	<b>1009</b>	<b>247</b>	<b>762</b>	<b>78%</b>
Arviat	216	45	171	79%	211	46	165	78%
Baker Lake	172	28	144	84%	170	31	139	82%
Chesterfield Inlet	35	5	30	86%	33	7	26	79%
Coral Harbour	55	9	46	84%	53	7	46	87%
Rankin Inlet	471	111	360	76%	459	145	314	68%
Repulse Bay	53	9	44	83%	49	5	44	90%
Whale Cove	39	15	24	62%	34	6	28	82%
<b>KITIKMEOT</b>	<b>606</b>	<b>152</b>	<b>454</b>	<b>75%</b>	<b>607</b>	<b>147</b>	<b>460</b>	<b>76%</b>
Cambridge Bay	264	84	180	68%	270	82	188	70%
Gjoa Haven	110	29	81	74%	110	29	81	74%
Kugluktuk	142	25	117	82%	141	22	119	84%
Kugaaruk	43	4	39	91%	42	4	38	90%
Taloyoak	47	10	37	79%	44	10	34	77%
<b>OTHER</b>	<b>22</b>	<b>7</b>	<b>15</b>		<b>18</b>	<b>4</b>	<b>14</b>	<b>77%</b>
Yellowknife	1	1	0	0%	-	-	-	-
Winnipeg	7	2	5	71%	7	0	7	100%
Churchill	9	3	6	67%	9	3	6	67%
Ottawa	5	1	4	80%	2	1	1	50%
<b>TOTAL</b>	<b>4220</b>	<b>973</b>	<b>3247</b>	<b>77%</b>	<b>4143</b>	<b>956</b>	<b>3187</b>	<b>77%</b>

Capacity distribution by department								
	Mar-13				Mar-12			
Department	Total	Vacancies	Filled	% Capacity	Total positions	Vacancies	Filled	%
Community and Government Services	360	101	259	72%	341	96	245	72%
Culture and Heritage	82	20	62	76%	98	29	69	70%
Economic Development and Transportation	142	38	104	73%	136	25	111	82%
Education	1337	147	1190	89%	1325	148	1177	89%
Environment	129	29	100	78%	122	28	94	77%
Executive and Intergovernmental Affairs	91	32	59	65%	93	40	53	57%
Finance	207	77	130	63%	204	74	130	64%
Health and Social Services	948	344	604	64%	927	308	619	67%
Human Resources	88	24	64	73%	88	28	60	68%
Justice	330	80	250	76%	317	99	218	69%
Office of the Legislative Assembly	33	7	26	79%	34	9	25	74%
<b>TOTAL DEPARTMENTS</b>	<b>3747</b>	<b>899</b>	<b>2848</b>	<b>76%</b>	<b>3685</b>	<b>884</b>	<b>2801</b>	<b>76%</b>
Nunavut Arctic College	183	32	151	83%	164	30	134	82%
Nunavut Housing Corporation	94	24	70	74%	100	22	78	78%
Qulliq Energy Corporation	196	18	178	91%	194	20	174	90%
<b>TOTAL AGENCIES, BOARDS and CORPORATIONS</b>	<b>473</b>	<b>74</b>	<b>399</b>	<b>84%</b>	<b>458</b>	<b>72</b>	<b>386</b>	<b>84%</b>
<b>Total</b>	<b>4220</b>	<b>973</b>	<b>3247</b>	<b>77%</b>	<b>4143</b>	<b>956</b>	<b>3187</b>	<b>77%</b>

Capacity distribution by occupational category								
	Mar-13				Mar-12			
Category	Total positions	Vacancies	Filled	% Category	Total positions	Vacancies	Filled	% Capacity
Executive	38	5	33	87%	39	3	36	92%
Senior Management	167	27	140	84%	167	26	141	84%
Middle Management	471	90	381	81%	454	87	367	81%
Professional	1470	328	1142	78%	1392	303	1089	78%
Para-professional	1508	387	1121	74%	1528	394	1134	74%
Administrative Support	566	136	430	76%	563	143	420	75%
<b>Total</b>	<b>4220</b>	<b>973</b>	<b>3247</b>	<b>77%</b>	<b>4143</b>	<b>956</b>	<b>3187</b>	<b>77%</b>

## Staffing - Job Competitions

In 2012-13, the GN held 369 job competitions for 345 positions. This number does not include the staffing of teaching positions in schools and Nunavut Arctic College or the staffing of specialized health positions. The number also does not include the noncompetitive appointment of employees through casual positions, direct appointments and transfer assignments. The image to the right shows the total number of all applications for competitions in the last four fiscal years.



*\*The number of applications does not reflect the numbers of applicants. Some applicants could be applying for more than one position in the same fiscal year.*

**2012-13**

- 177 positions filled
- 345 positions advertised

**2011-12**

- 310 positions filled
- 537 positions advertised

**2010-11**

- 333 positions filled
- 463 positions advertised

**2009-10**

- 365 positions filled
- 520 positions advertised

Initiatives to develop capacity included providing staffed career information booths at the Baffin Regional Chamber of Commerce (BRCC) Nunavut Trade Show in Iqaluit and other communities in conjunction with Community Economic Development Weeks, also sponsored by BRCC through the year. School visits to promote careers in the public service were done in communities including Gjoa Haven, Kugaaruk, Kugluktuk, Pangnirtung and Taloyoak.

### 2012-13 Job Competitions

#### Number of positions advertised: 345

	Total	Male	% Male	Female	% Female	Beneficiary	% Beneficiary	Non-Beneficiary	% Non-Beneficiary
<b>Applications</b>	8152	4590	56%	3562	44%	1857	23%	6295	77%
<b>Actual Hires</b>	177	76	43%	101	57%	80	45%	97	55%

Application summary by fiscal year						
Fiscal year	# Positions advertised	# Applications	Male	Female	Beneficiary	Non-Beneficiary
2012-13	345	8152	4590	3562	1857	6295
2011-12	537	9670	5528	4142	1685	7805
2010-11	463	6153	3566	2587	1445	4708
2009-10	520	7672	3998	3674	2115	5557
2008-09	480	6172	3308	2864	1920	4252
2007-08	644	5509	2759	2750	1667	3842
2006-07	597	7121	3695	3426	2102	5019
2005-06	761	9382	4850	4532	3079	6303
2004-05	615	14352	8912	5440	2073	12279
2003-04	566	9427	5533	3894	1586	7841
2002-03	708	9105	5085	4020	1464	7641
2001-02	491	8182	4985	3197	875	7307
<b>TOTAL</b>	<b>6727</b>	<b>100897</b>	<b>56809</b>	<b>44088</b>	<b>21868</b>	<b>78849</b>

Hire summary by fiscal year					
Fiscal year	# Hired	Male	Female	Beneficiary	Non-Beneficiary
2012-13	177	76	101	80	97
2011-12	310	146	164	124	186
2010-11	333	144	189	131	202
2009-10	365	147	218	186	179
2008-09	314	140	174	138	176
2007-08	284	121	163	129	155
2006-07	367	177	190	159	208
2005-06	508	187	321	289	219
2004-05	469	184	285	250	219
2003-04	384	171	213	199	185
2002-03	447	178	269	182	265
2001-02	350	137	213	118	232
<b>TOTAL</b>	<b>4308</b>	<b>1808</b>	<b>2500</b>	<b>1985</b>	<b>2323</b>

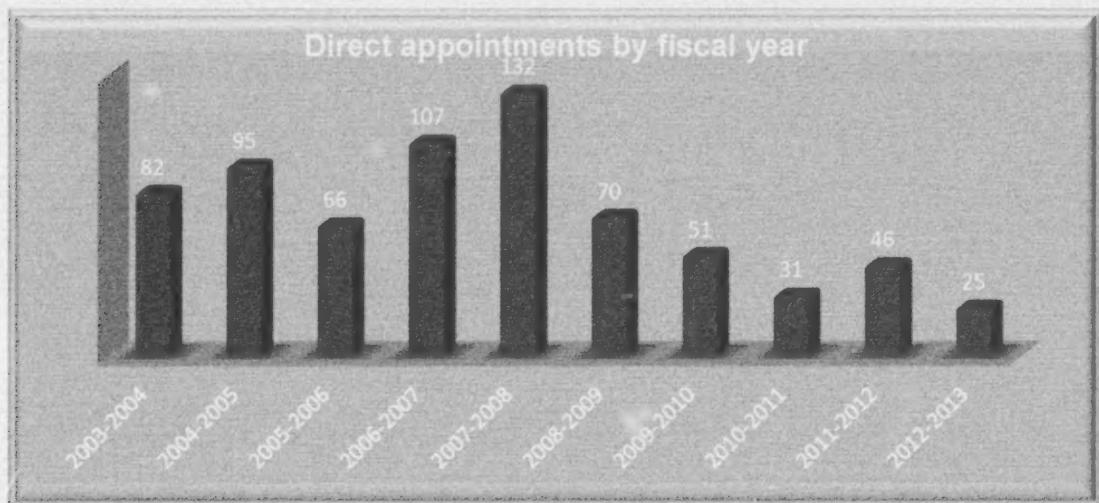
## Casual Employment

The GN hires casual employees for temporary and emergency short-term needs and assignments within the departments. For example, casual employees are hired to work on special projects, to assist with a high volume of work, or to fill in for employees on leave. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences. As of March 31, 2013, a total of 1,742 casuals were employed with the GN, of which 1,270 (73%) were beneficiaries.

## Direct Appointments

The GN is committed to staffing positions through a competitive process. However, under certain circumstances appointments without competition – direct appointments – are appropriate. Direct appointments are primarily used to achieve a qualified and representative public service, but they are also an appropriate vehicle to staff hard-to-fill positions when the regular recruitment process has failed. Direct appointments can only be approved by the Executive Council. They are initiated by departments and reviewed and evaluated by staffing professionals. After review and evaluation, the appointment may be recommended to the Executive Council for approval.

This year the Executive Council approved a total of 25 direct appointments. Of the 25 direct appointments, 15 (60%) were for beneficiaries.



## Employee Retention

The retention rate for GN employees has increased significantly since 2000 from 69% to the current rate of 89%. While the retention rate has increased significantly, maintaining and increasing capacity remains a constant challenge for the GN. Capacity and retention are important issues throughout all jurisdictions in Canada. The retention of employees is a government priority.

## **Employee Recognition**

The GN recognizes the contribution of employees who have served long periods of uninterrupted employment within the public service, meeting the needs of Nunavummiut, through the awarding of long-term service awards. These awards are presented at ceremonies that are held periodically. Employees are recognized when they reach their employment anniversaries of 5, 10, 15, 20, 25 and 30 years of continuous service with pins, plaques and/or varied non-cash awards.

## **Employee Development**

The GN coordinates the delivery of courses and training to improve the skill levels and knowledge base of employees. Ongoing training and development of employees is critical to building a strong and dedicated public service that is responsive to the needs of Nunavummiut. A needs assessment is conducted annually across the GN in the first quarter of each fiscal year to identify current training needs.

### **Nunavut Advanced Management Program**

In 2012-2013, the GN continued its successful partnership with Saint Mary's University to deliver a 10 module management-training program for employees in Iqaluit. Faculty from Saint Mary's University delivered monthly 2.5 day modules covering such areas as business communication, program evaluation, leadership, and budgeting. Participants are required to complete eight of 10 modules to complete the program. A unique feature of this program is that it gives participants the opportunity to learn from – and network with – other employees and also to participate in a management program that is "closer to home."

Since 2004-05,  
84 employees  
(74% of who were beneficiaries)  
have graduated from the Nunavut  
Advanced Management Program

There are 24 employees currently enrolled (54% beneficiaries) and 20 potential graduates for June 2013.

## Employee Orientation

2012-13 Employee Orientation sessions				
Community	Date	Participants	Beneficiary	Non-Beneficiary
Iqaluit	June 6, 2012	12	3	9
Iqaluit-Summer Students	July 11, 2012	8	2	6
Iqaluit	February 14, 2013	23	6	17
<b>TOTAL</b>		<b>43</b>	<b>11</b>	<b>32</b>
			<b>26%</b>	<b>74%</b>

The GN offers employee orientation sessions in communities across the territory on a regular basis depending on the number of new employees in a community. These sessions are designed to provide employees with general information about working for the

GN and to complement the unique job-specific orientation initiatives of each GN department.

## Cultural Orientation

The GN customizes and tailors Cultural Orientation sessions focused on Inuit societal values as well as other activities designed to meet the specific needs of the department's employees. Cultural Orientation sessions are delivered in conjunction with the Employee Orientation sessions. The orientations may take place in a classroom setting or through seasonal one day long on the land sessions designed to introduce employees to the following:

- The History of Nunavut
- Inuit Societal Values
- Government Mandate Initiatives
- Traditional Inuit Activities
- Team Work

2012-13 Cultural Orientation sessions				
Community	Date	Participants	Beneficiary	Non-Beneficiary
Iqaluit	July 10, 2012	12	2	10
Iqaluit-Summer Students	July 12, 2012	12	3	9
Iqaluit	February 14, 2013	27	6	21
Cambridge Bay	March 7, 2013	9	1	8
Kugluktuk	March 26, 2013	7	0	7
<b>TOTAL</b>		<b>67</b>	<b>12</b>	<b>55</b>
			<b>18%</b>	<b>82%</b>

## Learning and Development Opportunities

The Learning and Development Program consists primarily of courses, workshops and seminars that are designed to enhance employees' knowledge, skills and abilities in their current positions, as well as helping to prepare them for higher positions within the GN. Programming is designed to meet general training needs in such areas as communication, computer literacy, financial management, administrative services, and human resources management.

There were 52 actual course deliveries which took place in 10 communities across Nunavut (Arviat, Baker Lake, Cambridge Bay, Gjoa Haven, Igloolik, Iqaluit, Kugluktuk, Pangnirtung, Pond Inlet, and Rankin Inlet).

Learning and development program by fiscal year			
Fiscal Year	Courses offered/ deliveries	Participants	Beneficiary / %
2012-13	64/52	371	196/53%
2011-12	59/94	469	216/46%
2010-11	53/46	289	138/48%
2009-10	72/75	476	279/58%
2008-09	72/73	532	310/58%
2007-08	46/86	628	324/52%
2006-07	56/104	1067	549/52%
2005-06	42/109	843	452/54%
2004-05	43/97	902	465/52%
2003-04	30/90	915	439/48%
2002-03	31/123	1084	423/39%
2001-02	24/89	577	233/40%
TOTAL	592/1038	8153	4024/49%

## Inuktitut/Inuinnaqtun Language Training

2012-13 Inuktitut language sessions			
Community	Participants	Beneficiary	Non-Beneficiary
Cambridge Bay	5	3	2
Gjoa Haven	5	5	0
Iqaluit	38	14	24
Kugluktuk	2	2	0
Pangnirtung	2	2	0
Total	52	26 (50%)	26

Inuktitut is offered in several course levels in different communities depending on the competency of the learner. There have been 1,395 "Structure of Inuktitut" CDs distributed to date.

## French Language Training

There were four levels of French language instruction offered: beginner breakthrough, beginner, intermediate, and advanced, three times per week for six weeks from January through March 2013.

2012-13 French language sessions			
Community	Participants	Beneficiary	Non-Beneficiary
Iqaluit	22	5	17
Total	22	5 (23%)	17

## Occupational Training Programs

Occupational Training Programs are comprehensive training programs targeted towards specific categories of positions that are found in all departments. They included the following:

### 1. Human Resources

**Management** — which was designed for human resource professional

positions such as human resources coordinators, assistants and officers, or positions with human resources responsibilities that needed practical hands-on strategies.

**2. Supervisory Development** — which was designed for employees in supervisory positions or front-line management positions to increase knowledge and skills in a variety of management practices. Provision is available through the program for candidates to work towards their Canadian Professional Supervisor designation.

**3. Administrative Development** — which was designed for advanced administrative positions such as executive assistants or secretaries, administrative assistants and office managers, to develop or increase skills in management. There is a provision available allowing for candidates to work toward their Canadian Administrative Professional designation.

## 2012-13 Communications Program

The GN continued its successful partnership with Saint Mary's University to deliver a second seven module management training program for employees in Iqaluit. Faculty from Saint Mary's University delivered the 2.5 day modules.

2012-13 Communications Program					
Program	Location	Course	# Graduates	# Beneficiaries	# Non-beneficiaries
Dec 2012	Iqaluit	Communications	3	0	3
Mar 2013	Iqaluit	Communications	6	1	5
TOTAL:			9	1 (11%)	8

## **Employee Relations and Job Evaluation**

Employee Relations provides professional employee relations advice and services to departments and agencies and contributes to the GN's overall ability and capacity to attract, retain and fairly compensate employees through the collective bargaining process. Workplace Health, Safety and Wellness facilitates compliance with WSCC requirements and offers programs to support the general wellbeing of all employees. Job Evaluation provides technical advice and assistance to departments and agencies on organizational design and job evaluation to promote a consistent and fair classification structure for GN positions.

## **Workplace Health, Safety and Wellness Program**

The GN is dedicated to providing a safe and respectful workplace for all employees. The Workplace Health, Safety and Wellness Program offers the Employee and Family Assistance Program as well as Occupational Health and Safety training. These initiatives contribute to a healthy, safe, respectful, and productive work environment through a strong focus on respectful workplace training.

### **Health, Safety and Wellness Training and Information Sessions**

The GN is committed to providing learning and development opportunities to improve employees' knowledge of health, safety and wellness practices and to ensure adherence to related legislation, standards and guidelines. Training opportunities are available to employees throughout the territory to ensure that the basic requirements of Nunavut's Safety Act are met.

Health, safety and wellness training includes:

- First Aid and CPR;
- Harassment Investigations;
- Occupational Health and Safety;
- Respectful Workplace;
- Critical Incident Stress Management;
- Investigation Processes; and
- Attendance Management.

### **Employee and Family Assistance Program**

The Employee and Family Assistance Program (EFAP) is a confidential, 24 hour, toll-free telephone counseling service. The service is available to all employees and their family members. Telehealth counseling sessions are also available on request throughout the territory.

2012-13 EFAP utilization rates			
Employee usage		Counselling method	
TOTAL	92	Face to Face	40
Employee family use		Telephone	46
Individual	85	TOTAL	86
Family	7	Counseling services:	
TOTAL	92	Crisis/Trauma	3
Client gender		Family	11
Female	53	Martial/relationship	22
Male	39	Psychological	26
TOTAL	92	Social	0
Age distribution of clients		Substance disorders	0
Less than 20	1	Workplace (including harassment)	0
21-30	9	Plan Smart services:	
31-40	30	Childcare and parenting support service	1
41-50	26	Financial advisory service	3
51-60	19	Legal advisory service	5
61 and over	5	TOTAL	71
Not specified	2		
TOTAL	92		

## Grievances and Staffing Appeals

### Grievances

2012-13 Grievances				
	Policy grievance <sup>1</sup>	Group grievance <sup>2</sup>	Individual grievance <sup>3</sup>	Total
NEU	8	3	43	54
NTA	0	0	0	0
Excluded	0	0	0	0

The grievance process as outlined in the Collective Agreement is used to resolve disputes between unionized employees and the GN. Excluded staff have access to a grievance process under the Public Service Regulations.

<sup>1</sup>**Policy grievance** refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

<sup>2</sup>**Group grievance** refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

<sup>3</sup>**Individual grievance** affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

## Staffing Appeals

Staffing appeals summary by fiscal year				
Fiscal year	Upheld	Denied	Withdrawn	Total
2012-13	6	19	0	25
2011-12	3	13	2	18
2010-11	10	29	0	39
2009-10	4	19	0	23
2008-09	1	23	0	24
2007-08	8	16	0	24
2006-07	5	16	0	21
2005-06	4	39	0	43
2004-05	8	21	0	29
2003-04	6	25	0	31
2002-03	1	15	0	16
2001-02	2	11	0	13
2000-01	2	6	0	8
1999-00	2	10	1	13
<b>TOTAL</b>	<b>62</b>	<b>262</b>	<b>3</b>	<b>327</b>

The staffing appeals process allows an employee or beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if an appointment has been made and if the applicant feels that the competition was improperly conducted. In addition to Iqaluit, regional offices in Cambridge Bay and Rankin Inlet also have the capacity to conduct staffing appeal hearings. There were 25 staffing appeals, of which 19 were denied and six were upheld.

## Job Evaluation

Non-teaching position descriptions in the public service are evaluated using the Hay Job Evaluation System to promote consistent, affordable and fair rates of pay for public servants.

## Bilingual Bonus

Typically, the types of positions receiving the bilingual bonus provide direct service to the public. Some examples are judicial officers, conservation officers, receptionists, instructors and nurses. Those employees (other than those assigned key duties of translation in their job descriptions) who use two (2) or more of the official languages of Nunavut receive a bilingual bonus of \$1,500 per annum.

Employees receiving Bilingual Bonus by department as of March 31, 2013			
Department	Inuktitut	French	Total
Community and Government Services	35	0	35
Culture and Heritage	23	1	24
Economic Development and Transportation	21	2	23
Education	209	5	214
Executive and Intergovernmental Affairs	31	1	32
Environment	16	0	16
Finance	37	1	38
Human Resources	21	0	21
Health and Social Services	220	4	224
Justice	66	2	70
Nunavut Arctic College	33	0	33
Nunavut Housing Corporation	14	0	14
Office of the Legislative Assembly	11	1	12
<b>TOTAL</b>	<b>739</b>	<b>17</b>	<b>756</b>

## Human Resources Information and Payroll System

In cooperation, the Department of Community and Government Services, the Department of Finance and the Department of Human Resources operate and maintain the integrated Human Resources Information and Payroll System (HRIPS) called ePersonality.

The functionality of our business processes and the software elements that support data and information management continue to be enhanced. The base modules for Human Resources and Payroll modules are in place.

Work continues to determine any additional functionality that can be derived from ePersonality modules for Recruiting, Training and Development, Labor Relations, and Safety and Health.

## Workforce Profile

The information contained in this section of the report is extracted from the Human Resources Information and Payroll System<sup>1</sup> and *Towards a Representative Public Service* reports. Job Competition information is extracted from the Department of Human Resources' job competition database<sup>2</sup>. In order to provide for useful comparisons of workforce statistics, some of the graphs and charts contain historical data.

The Department of Human Resources and the Department of Finance continue to enhance information collection mechanisms through the implementation of ePersonality.

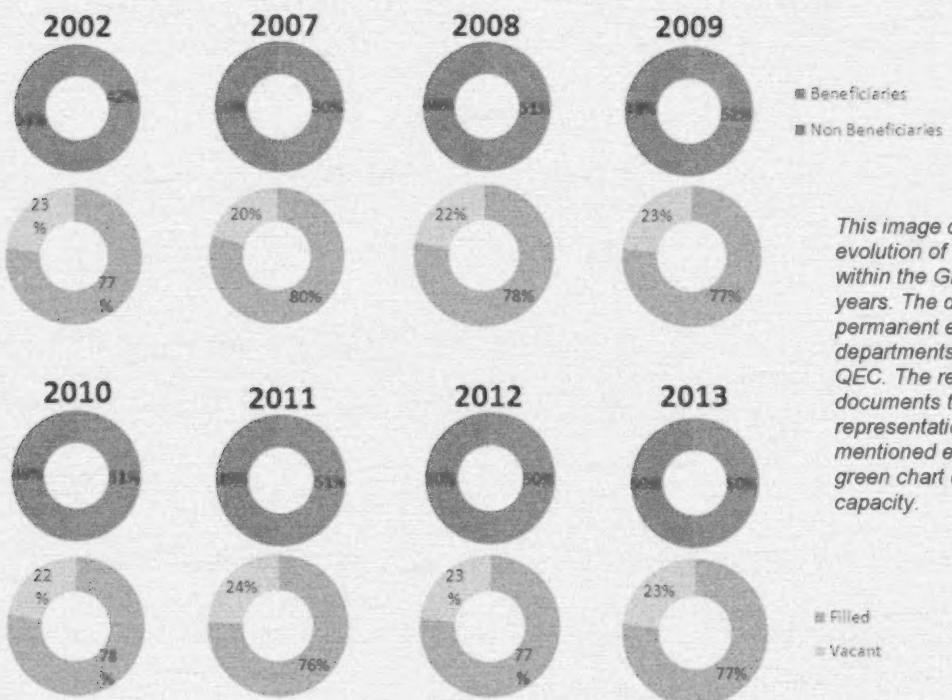
The GN workforce is represented by **64%** Female & **36%** Male

**50%** are Beneficiaries

<sup>1</sup> Information on employee gender, salary, years of service, age and pay group are for Full-Time equivalent (FTE) employees only

<sup>2</sup> Job competition information does not include Nunavut Arctic College, teaching, or specialized health care positions

## Inuit representation and staffing capacity



This image demonstrates the evolution of Inuit representation within the GN for the past seven years. The data represents only permanent employees from all departments, NAC, NHC and QEC. The red and blue chart documents the Inuit representation of all above mentioned employees, and the green chart documents the capacity.

**44**  
average employee age

**7.29**  
average years of  
service with the GN

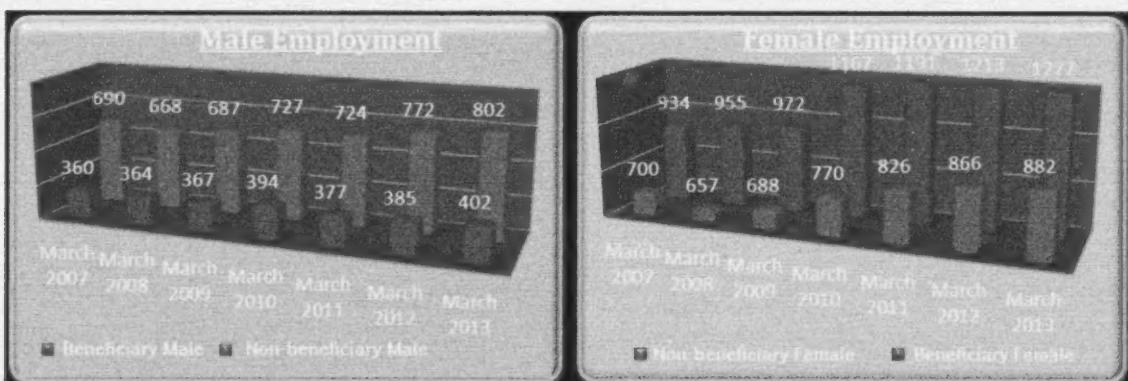
**\$86,854/year average  
salary**

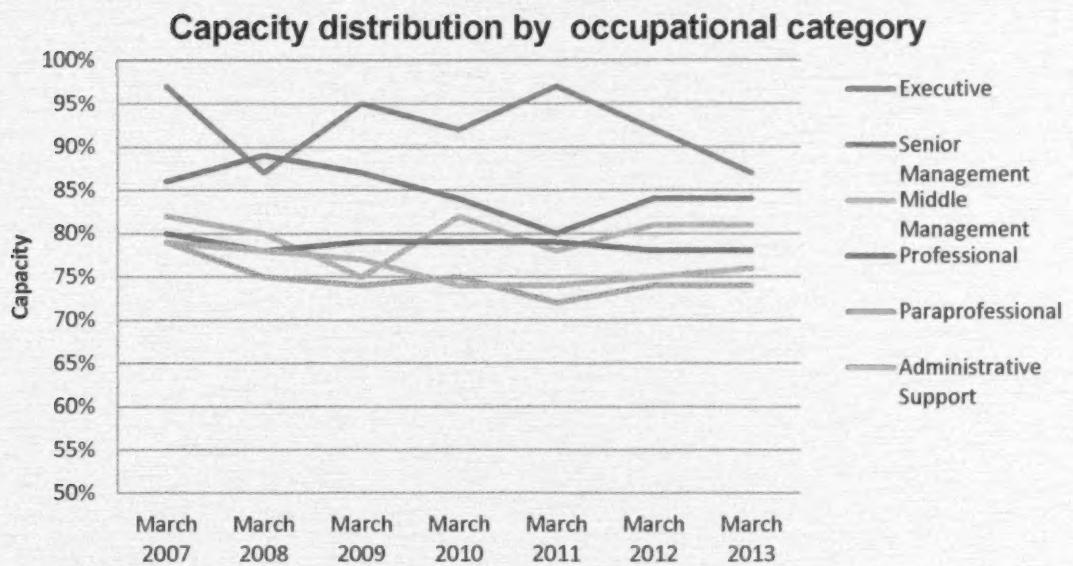
The average *male beneficiary employee* was 44 years of age, earned approximately \$79,674 and had 8.2 years of service.

The average *female beneficiary employee* was 43 years of age, earned approximately \$75,940 and had 8.7 years of service.

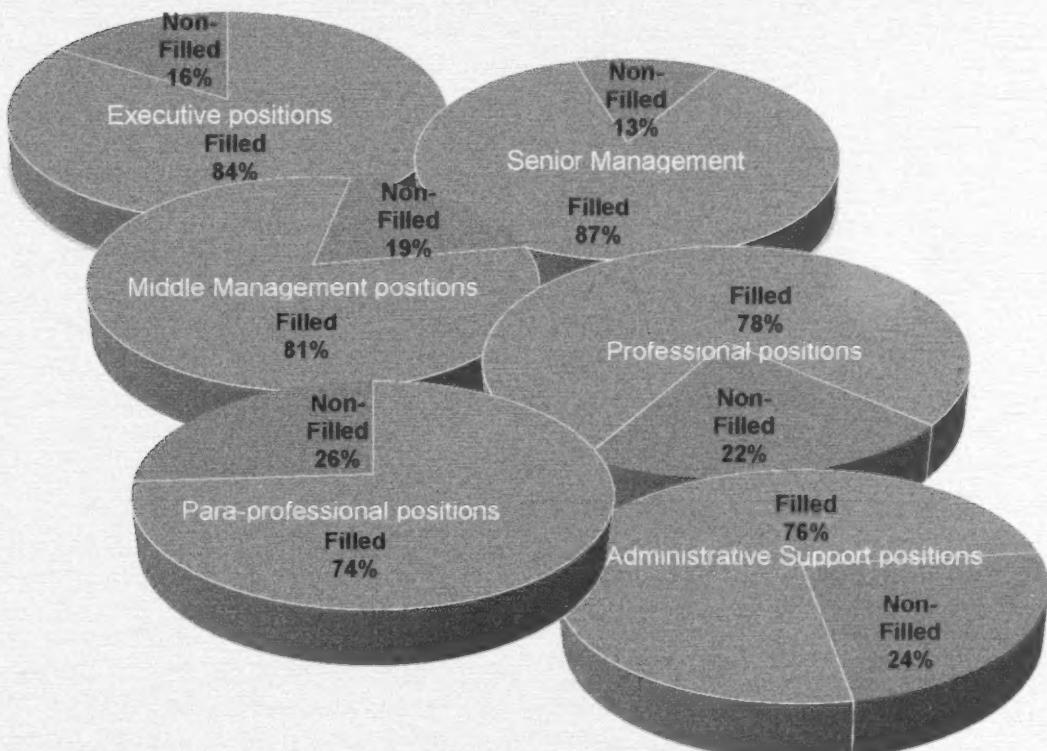
The average *male non-beneficiary employee* was 46 years of age, earned approximately \$99,151 and had 6.3 years of service.

The average *female non-beneficiary employee* was 43 years of age, earned approximately \$94,746 and had 5.8 years of service.

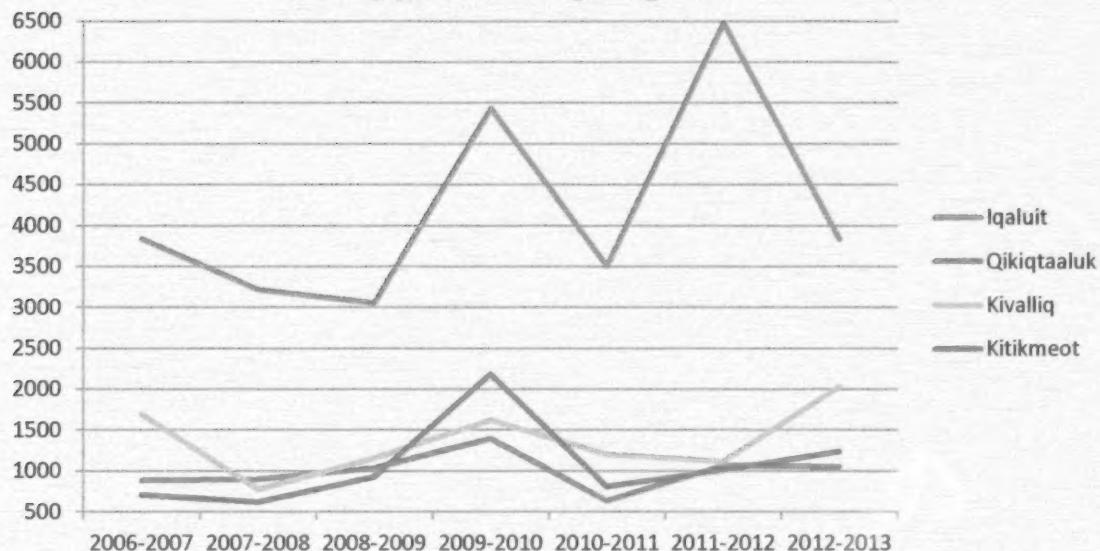




This image demonstrates the evolution of each occupational category within the GN for the past seven years. The data includes only permanent employees from all departments, NAC, NHC and QEC. The executive category represents all Deputy Ministers and Assistant Deputy Ministers.



## Job applicants by region



The *Qikiqtaaluk Region* received a total of 1,050 applications, from which 578 were male and 472 were female.

The *Iqaluit Region* received a total of 3,382 applications, from which 2,196 were male and 1,636 were female.

The *Kivalliq Region* received a total of 2,036 applications, from which 1,124 were male and 912 were female.

The *Kitikmeot Region* received a total of 1,234 applications, from which 692 were male and 542 were female.

The GN received a total 1,857 applications from Beneficiaries in

2012-2013

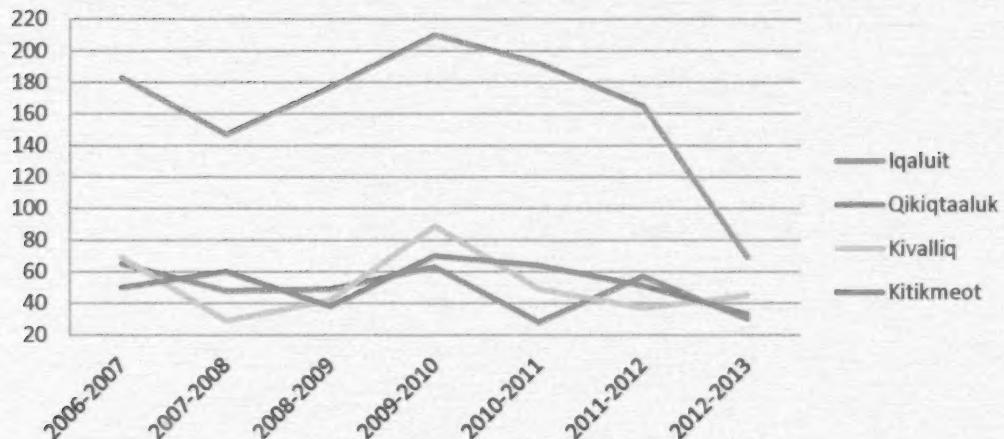
136 Male & 195 Female applied in the *Qikiqtaaluk Region*

182 Male & 313 Female applied in the *Iqaluit Region*

190 Male & 471 Female applied in the *Kivalliq Region*

101 Male & 269 Female applied in the *Kitikmeot Region*

## Hired employees by region



The *Qikiqtaaluk* region hired 14 male and 16 female employees, for a total of 30 new employees.

The *Iqaluit* region hired 31 male and 38 female employees, for a total of 69 new employees.

The *Kivalliq* region hired 18 male and 27 female, for a total of 45 new employees.

The *Kitikmeot* region hired 13 male and 20 female, for a total of 33 new

**The GN hired a total of 80 new beneficiary employees in 2012-2013**

8 Males & 12 Females were hired in the *Qikiqtaaluk Region*

6 Males & 13 Females were hired in the *Iqaluit Region*

4 Males & 19 Females were hired in the *Kivalliq Region*

3 Males & 15 Females were hired in the *Kitikmeot Region*

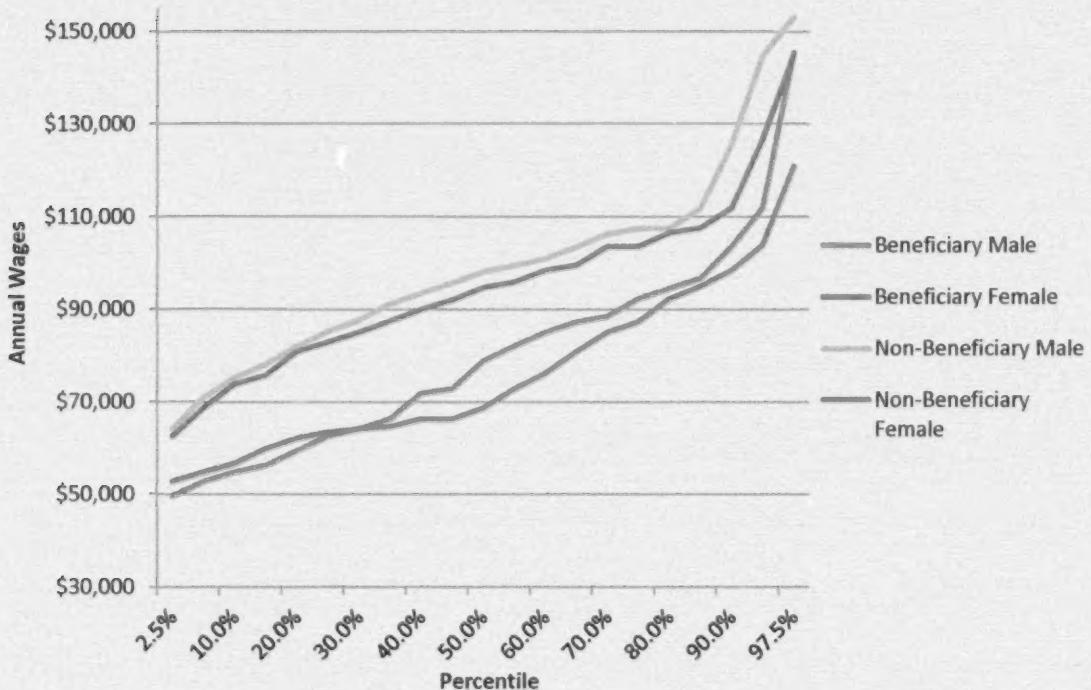
Over 45% of  
new hires  
were  
beneficiaries

Beneficiary employment by community						
	March 2013			March 2012		
Community	Positions filled	Beneficiary employees	% Beneficiaries	Positions filled	Beneficiary employees	% Beneficiaries
<b>BAFFIN</b>	<b>1959</b>	<b>894</b>	<b>46%</b>	<b>1951</b>	<b>876</b>	<b>45%</b>
Arctic Bay	40	27	68%	42	28	67%
Qikiqtarjuaq	33	24	73%	34	23	68%
Cape Dorset	91	45	49%	98	45	46%
Clyde River	60	41	68%	59	39	66%
Grise Fiord	19	13	68%	16	11	69%
Hall Beach	37	25	68%	38	26	68%
Igloolik	127	78	61%	129	80	62%
Iqaluit	1211	436	36%	1195	417	35%
Kimmirut	31	17	55%	28	14	50%
Nanisivik	0	0	-	1	1	100%
Pangnirtung	119	71	60%	122	73	60%
Pond Inlet	124	77	62%	130	80	62%
Resolute Bay	17	7	41%	15	7	47%
Sanikiluaq	50	33	66%	44	32	73%
<b>KIVALLIQ</b>	<b>819</b>	<b>466</b>	<b>57%</b>	<b>762</b>	<b>455</b>	<b>60%</b>
Arviat	171	109	64%	165	110	67%
Baker Lake	144	74	51%	139	76	55%
Chesterfield Inlet	30	18	60%	26	15	58%
Coral Harbour	46	29	63%	46	30	65%
Rankin Inlet	360	201	56%	314	181	58%
Repulse Bay	44	21	48%	44	25	57%
Whale Cove	24	14	58%	28	18	64%
<b>KITIKMEOT</b>	<b>454</b>	<b>250</b>	<b>55%</b>	<b>460</b>	<b>252</b>	<b>55%</b>
Cambridge Bay	180	82	46%	188	88	47%
Gjoa Haven	81	57	70%	81	52	64%
Kugluktuk	117	63	54%	119	65	55%
Kugaaruk	39	27	69%	38	23	61%
Taloyoak	37	21	57%	34	24	71%
<b>OTHER</b>	<b>15</b>	<b>7</b>	<b>47%</b>	<b>14</b>	<b>6</b>	<b>43%</b>
Winnipeg	5	3	60%	7	4	57%
Churchill	6	2	33%	6	2	33%
Ottawa	4	2	50%	1	0	0%
<b>TOTAL</b>	<b>3247</b>	<b>1617</b>	<b>50%</b>	<b>3187</b>	<b>1589</b>	<b>50%</b>

Beneficiary employment by occupational group						
	March 2013			March 2012		
Occupational Group	Positions Filled	Beneficiary Employees	% Beneficiaries	Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	33	15	45%	36	16	44%
Senior Management	140	25	18%	141	25	18%
Middle Management	381	97	25%	367	93	25%
Professional	1142	304	27%	1089	290	27%
Paraprofessional	1121	780	70%	1134	782	69%
Administrative Support	430	396	92%	420	383	91%
<b>Total</b>	<b>3247</b>	<b>1617</b>	<b>50%</b>	<b>3187</b>	<b>1589</b>	<b>50%</b>

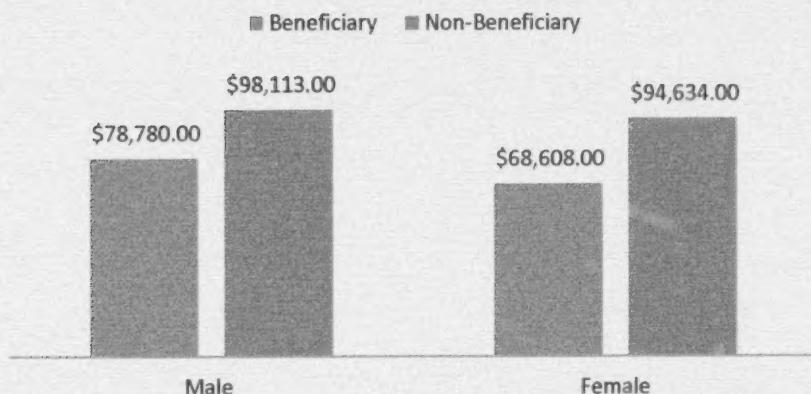
Information in the three tables above is from the Towards a Representative Public Service reports as of March 31, 2012 and 2013. The data includes only permanent employees from all departments, NAC, NHC and QEC. The executive category represents all Deputy Ministers and Assistant Deputy Ministers. The data does not include all Ministers, Members of the Legislative Assembly and the Premier of Nunavut.

## Wage distribution By beneficiary status and gender

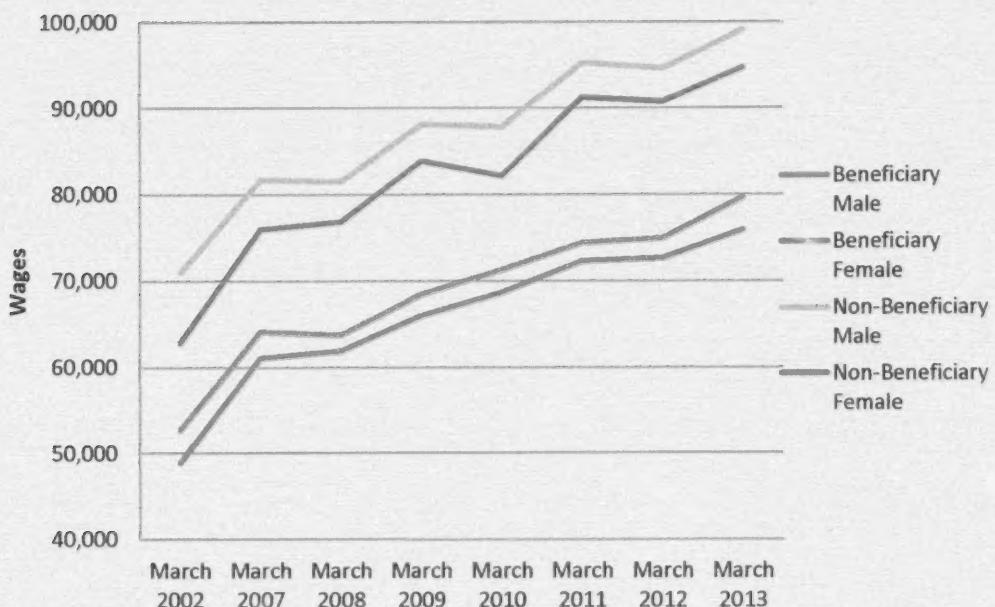


This image represents the distribution of permanent GN employee wages who are earning within certain wage percentiles. This includes all categories of permanent employees within the GN.

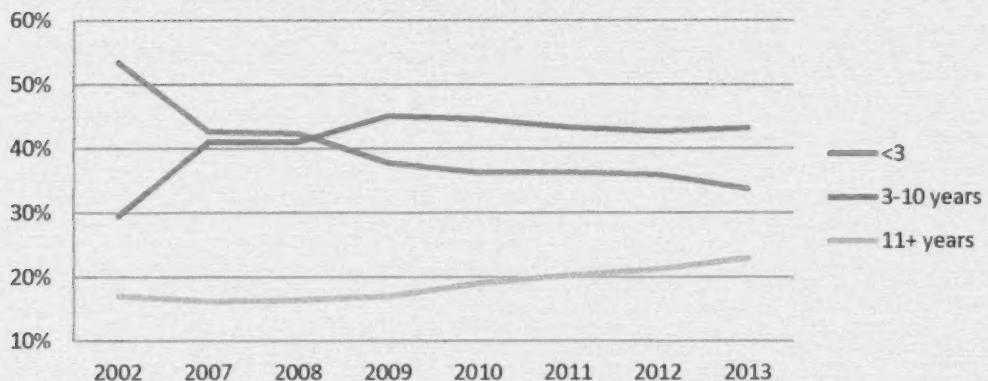
## Median wage



## Average wages per beneficiary and gender group

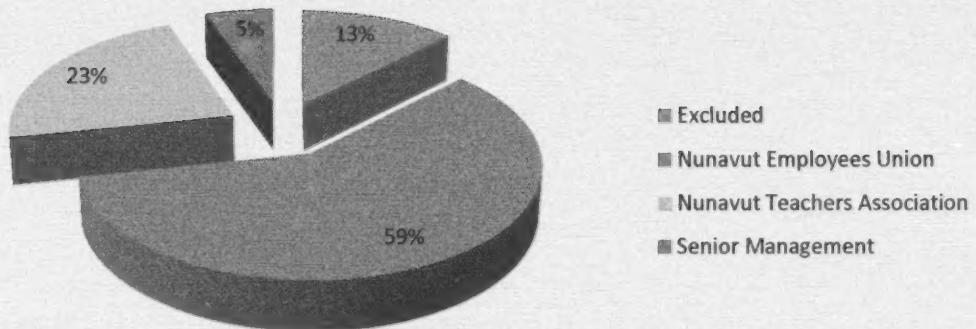


## Current employees by years of service

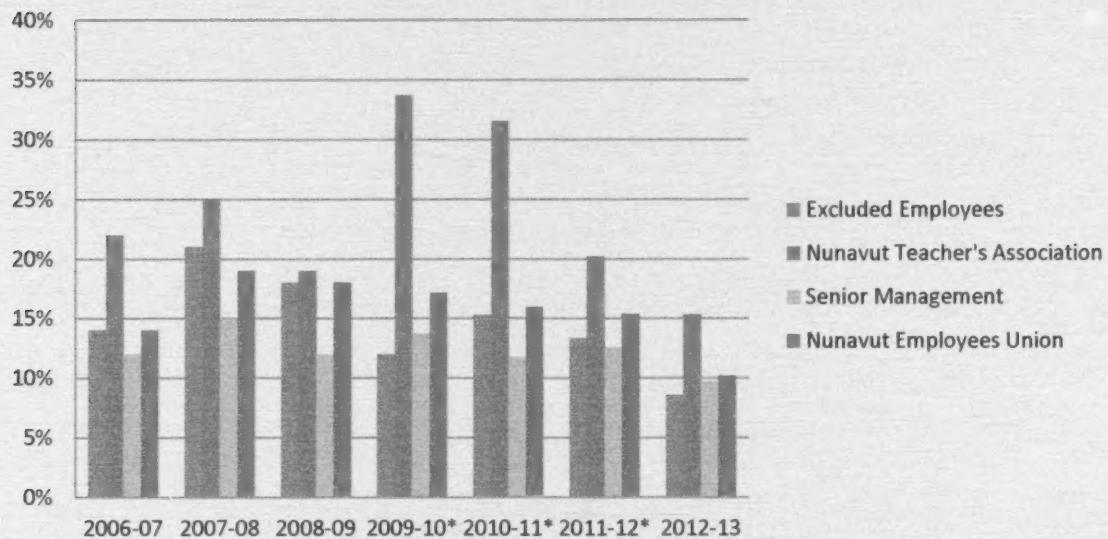


This chart represents all permanent employees active in the GN in 2012-2013 by representing their years of service. The majority of employees 2012-2013 on average had three to ten years of service, and those with 11 or more years has been growing each year since 2009.

## Employees by pay group



## Employee turnover by pay group



*\*The significant increase reported for the departure rate of NTA members is due to how teacher assignments were recorded in the Human Resources Information and Payroll System (HRIPS). During the 2010-11 fiscal year, teachers were entered into HRIPS like GN employees.*

